

The Cecil Group team has been assembled to bring the specifically required experience and qualifications necessary to achieve – with a clear basis for implementation – the Unified Vision for the Junction.

This section of our proposal describes how the Cecil Group team will approach the project to ensure the realization of not only the Unified Vision but also planning through to the complete implementation of the project. Other sections of this proposal provide a more detailed perspective on the firms, the background of the professionals that will serve you, and further information on the previous assignments that form the foundation of experience that we will apply to the Unified Vision project.

The Region and the Regional Approach

The three communities are in a unique and enviable position, both in terms of the existing conditions, by way of regional access, location in the region, and historic growth; and in terms of the potential created by this potential change at the Junction. Recently, the region has been a job center, employing more people in eastern Massachusetts than anywhere else outside of Boston. Many of the jobs have been in key economic development sectors, including biotechnology. This has important implications.

Development potential along the I-93 corridor had previously been identified by others, such as the Mills Corporation, but the key to successful development and redevelopment here has always been highway access. With the realization of new access supported by other levels of government, this pent up demand will be released. It is up to the towns to define how this significant change will be directed.

We know that municipal boundaries do not control such issues as traffic and housing impacts or job creation, but they do define the extent of the tax base and municipal services. In this effort, by presenting a unified position for the Junction, the communities can realize what direction and form the redevelopment should take, thereby becoming a marketing plan for developers, a basis for implementation by the town agencies and town meetings, and therefore a blueprint for success.

We have completed large-scale multi-community planning projects at Fort Devens, South Weymouth Naval Air Station, the whole Southeast region of Massachusetts, and consequently understand the issues involved in cross-community planning. In addition, within The Cecil Group's recent Economic Development Plan strategy for the Town of Andover, the biotechnology industries combined with the regional transportation management groups showed strong promise and were an important component of the strategies. We will bring our understanding of these and other regional conditions, update our understanding with more recent data, and develop the kinds of information that will help your Task Force complete a visioning process.

Creation of a Unified Vision

The process of creating a unified vision has its own set of logistical issues, including a resolution between the different entities, drafting of the content for a public audience, and conclusion through the Town Meeting process. In addition, and possibly more

importantly, to be truly successful the vision must contain the basis for a strategy that will lead to the full implementation of the plan according to that vision. This requires an understanding of the implementation process as well as public planning and visioning. Because the implementation process will include both public and private interests, the implementation becomes even more complex.

The Cecil Group has experience working for both public and private interests in the creation of regional master plans. As examples: Working for the national development firm LNR, we helped advance the master plan for South Weymouth. Working for MassDevelopment, we completed master planning projects for Fort Devens. Working for the three communities and new regional planning agency, we completed the master plan for transportation improvements and redevelopment of the west side of Aquidneck Island. We will take the ideas and lessons learned from these experiences and use them to the advantage of your three communities.

Implementation

During the process of creating a unified vision, the later proceedings to implement the plan must be understood so that the plan can be completed in accordance with market and development realities, and in compliance with legal requirements. To ensure this outcome, the Task Force must be correctly apprised of the programs and their application to the Unified Vision. There are a variety of state and federal programs that could support public infrastructure and private development. There are also a variety of programs that suggest how that development should be designed. All of these should be taken into account in the planning process.

The Cecil Group team has been helping communities find resources and complete implementation steps for many different types of projects. In terms of regulatory and development tools, the Cecil Group worked on the Smart Growth Toolkit prepared for the EOE, we worked on the 40R projects in Plymouth and Kingston, we have provided TOD project plans in Mansfield and Franklin, we created the \$100 million tax increment finance plan (DIF) for Providence RI, and the business district plan for downtown Springfield. Our LEED accredited staff has worked on low impact and green designs for major projects in Ohio and Florida. In addition, Edwards & Kelsey has a long reputation for obtaining major infrastructure investment funds for municipalities. We will use these combined resources to help the Task Force create the Unified Vision with a clear support structure of governmental and partnership programs that will ensure successful completion of the vision. Moreover, the towns have a developer on this team, Peter Smith, who has worked for one of the largest developers in the region, Beacon Companies, who will keep the project realistic in terms of its future implementation using private sources.

SCOPE OF SERVICES

Phase One

Task 1: Review Planning Documents

A. Kickoff Meeting

An introductory meeting will be held to further define schedules, protocols, procedures, and products. At this meeting, the list of contacts will be confirmed together with lead and secondary prime contacts and the method for distribution of information. A work plan will be prepared as a result of the meeting.

B. Document Review

Documents will be collected from the three towns and state agencies and reviewed by the Consultant Team. The Consultant Team will then prepare a summary of the documents as existing information, noting any significant gaps or potential issues in the completion of the project, or as a future data analysis for future implementation. The Consultant Team will then establish a library for reference during the visioning process and, later to turn the references over to the lead agency for future use.

C. Base Map

A base map will be created to help illustrate the additional information and vision concepts obtained and developed in the other tasks. The base map will be created in a graphic form suitable for presentation in public notices and information documents that may be used during and at the conclusion of the project.

Task 1 Meetings:

- One kickoff meeting, contacts as necessary to obtain data

Task 1 Work Products:

- Work plan
- Reference list
- Base Map and graphic standard

Task 2: Meet with Town Managers and Planning Directors

A. Community Meetings

The consultant team will meet with each of the towns' managers and planners to discuss past, current and future development plans, zoning and rezoning initiatives. In addition, any recent attempts or successes at grant initiatives and innovative development

approaches will be confirmed. The meetings will be organized as facilitated discussions with the key personnel from each community. The results of these meetings will be summarized in minutes and pertinent information will be presented in the Fact Sheets created under Task 3.

Task 2 Meetings:

- Three meetings, one each for the three communities

Task 1 Work Products:

- Minutes of meetings

Task 3: Develop Fact Sheets

Using the information developed in the first two tasks, Fact Sheets will be prepared for three areas: Land Use, Infrastructure, Economic Impacts, with sub groupings for each community. These will be prepared in draft form, circulated amongst the participants and revised to final form by the Consultant Team.

A. Land Use

The existing land use is only an indication of what is possible under current limitations. The land use fact sheet will review the environmental and access limitations, zoning, and development indicators. The buildout of the area under existing zoning will be analyzed to determine how it may advance the vision for the study area. Industrial, commercial, residential, and mixed-use land development options will be considered. Recent examples of smart growth and sustainable development projects in the area will be added to illustrate the possible outcomes.

B. Infrastructure

The I-93 Junction access improvements will be summarized for a lay audience. The other internal roadway and utility infrastructure improvements that may be necessary will also be reviewed and summarized as needed. A key element of this section will be to review the TOD options that have been considered within the region and how they may play out at the subject project area.

C. Economics

The tax base implications will be highlighted as part of the buildout analysis under Land Use. General costs for infrastructure and development plans will be shown as a means to quantify the future development scenarios considered in Task 4. This will include the government and regulatory programs that can advance the redevelopment plans. The development options that could be considered here based on the general market conditions and restrictions will be presented as well.

D. Indicators

A separate set of criteria will be prepared that will be used as ‘indicators’ for analysis of the alternatives proposed in Task 4. These indicators will include:

- Potential Success of the Development Concept
- Mix of Land Uses
- Traffic Impacts and Mobility
- Economic Development Impacts and Benefits
- Environmental Impacts
- Compatibility with Proposed Infrastructure
- Coordination with the existing Junction TMO
- Open Space Quality
- Sustainability

Task 3 Meetings:

- One meeting with the Task Force to discuss the findings and Fact Sheets

Task 3 Work Products:

- Fact Sheets (three) of no more than 5 pages each, with summaries suitable for general public distribution, also provided as .pdf file for email and web-based distribution.

Task 4: Synthesize the Vision

This key step in the project will require some initial preparation with the Task Force followed by a multi-step process of Visioning and Confirmation.

A. Visioning

The visioning step will require approximately four hours of time set aside for working with the Task Force and subcommittees of the Task Force to develop the set of criteria and concepts that will be drafted as the Vision. The process will be discussed during the Task 1 Kickoff meeting, but will generally be organized as a facilitated process of combined and multiple discussion groups, using the data and mapping prepared in the initial tasks.

B. Alternatives

Base on the initial vision concepts a series of up to three alternatives will be prepared for review to determine the potential outcome of the direction provided by the initial step. These alternatives will be reviewed under the four areas: Land Use, Infrastructure, and

Economics, and Indicators developed as information sources and criteria under Task 3. These will be brought before the Task Force and discussed. The results of the discussion will be used to further refine the Unified Vision.

C. Drafting

This drafting step will require the creation of a drafting subcommittee that will be charged with the review and feedback on the content of the vision statement. The Consultant team will prepare two draft products that will include text descriptions, tables, and graphics as necessary to convey the vision.

This draft will include recommended caveats for unique conditions and approaches that may be necessary for each community. In addition, the supporting implementation steps may be indicated as needed to show ability to complete the concepts.

D. Confirmation

A facilitated discussion will be held at the conclusion of this task to confirm the Unified Vision and subsequently make any revisions.

Task 4 Meetings:

- Three meetings with the Task Force to create, review alternatives for, and confirm a unified vision statement.
- Two meetings with the Task Force Drafting Subcommittee to discuss the draft visions.

Task 4 Work Products:

- Draft Vision statements (two)
- Alternatives (up to three) presented as graphic illustrations of potential development scenarios
- Final Unified Vision for the Junction of up to 25 pages with graphics, tables and text descriptions, also provided as .pdf file for email and web-based distribution.

Task 5: Public Information and Town Meeting

A. Distribution and Information

The Unified Vision will be prepared in a format suitable for general public distribution and information. However, some additional steps may be appropriate to convey the ideas prior to the Town Meetings. The Consultant Team will offer two options. One is the participation in local cable or radio presentations and interviews. This may also include precinct meetings, if held, in the towns. The other is creation of a poster that can be widely distributed in shop windows and on bulletin boards or in reduced form as a handout.

B. Town Meeting

The Consultant Team will provide a series of slides (PowerPoint) that can be used in presentations to each Town Meeting. We will also provide our senior personnel for the presentations and to answer questions.

Task 5 Meetings:

- Three Town Meetings
- Interviews and presentations, where organized

Task 5 Work Products:

- Poster for general public distribution